

to back-load its funding; otherwise, we would have a four-month delay in the contract award. We did, in fact, get this agreement.

### A Word From the Author

I provided all the documents listed as references to the DSMC International Department. In addition to these documents, three others (also supplied DSMC) contain additional information that may be helpful to U.S. personnel involved in international collaborative efforts:

- Munitions Systems Division History Office Interview of Air Force Col. Alan E. Habermusch, Program Director, MSOW IPO, Eglin AFB, Fla. 32542, Dec. 15, 1989.
- "Modular Standoff Weapon Management, the Programme Manager's Perspective," an article that appeared in

the magazine *NATO's Sixteen Nations*, April/May 1988.

- "The Modular Stand-Off Weapon, Federal Acquisition Regulation Waivers and Deviations in an International Acquisition," published in *Proceedings, 1991 Acquisition Research Symposium*, Volume II.

**Editor's Note:** The author welcomes questions or comments concerning this article. Contact him via E-mail at [haberbus@eglin.af.mil](mailto:haberbus@eglin.af.mil).

### REFERENCES

1. General Memorandum of Understanding Concerning General Arrangements for the Collaborative Development and Production of a Modular Stand-Off Weapon, July 1987.

2. Supplement No. 1 to the Memorandum of Understanding Concerning the Collaborative Project Definition Phase of the Modular Stand-Off Weapon System, Draft, Nov. 10, 1988.

3. MSOW IPO/CC Letter, Jan. 24, 1990, Lessons Learned, Appendix 1, "Some Special Topics," Attachments 6-7, MSD/MSOW IPO Program Office Support Agreement.

4. MSOW IPO/CC Letter, Jan. 24, 1990, Lessons Learned, Appendix 1, "Some Special Topics," Attachment 3, MSOW IPO Organization.

5. MSOW IPO/CC Letter, Jan. 24, 1990, Lessons Learned, Appendix 1, "Some Special Topics," Attachment 2, MSOW IPO Organization in the PD Phase.

6. Addendum to Lessons Learned on Modular Stand-Off Weapon (MSOW).

7. Ibid.

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